

# Leadership 101 By John Maxwell <sup>1</sup>– Quotes & Thoughts

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<sup>1</sup> <https://www.kobo.com/au/en/ebook/leadership-101-1>

## Why Leadership 101 ?

During my most recent visit, I got to speak to all of the publisher's employees, from presidents to warehouse workers, and I explained to them why I write books. I do it because I want to help people be successful. And I believe that to be a success in life, a person needs to be able to master skills in four areas: Relationships, Equipping, Attitude, and Leadership. Those are the four subjects I write books about, and that's why I say that anyone can be a REAL success.

## The Development of a Leader

Wrong. The McDonalds never went any farther because their weak leadership put a lid on their ability to succeed.

owners. They understood how to run a business, make their systems efficient, cut costs, and increase profits. They were efficient managers. But they were not leaders. Their thinking patterns clamped a

The higher you want to climb, the more you need leadership. The greater the impact you want to make, the greater your influence needs to be. Whatever you will accomplish is restricted by your ability to lead others.

“No,” he answered. “If he’d been a good leader, the organization wouldn’t be in the mess it’s in.”

And I thought to myself, *Of course. It’s the Law of the Lid.* To reach the highest level of effectiveness, you have to raise the lid—one way or another.

The good news is that getting rid of the leader isn’t the *only* way. Just as I teach in conferences that there is a lid, I also teach that you can raise it.

How can I grow as a leader ?

not going to be successful. What matters most is what you do day by day over the long haul. My friend Tag Short maintains, “The secret of our success is found in our daily agenda.” If you continually invest in your leadership development, letting your “assets” compound, the inevitable result is growth over time.

as leaders. If they had known that leadership is influence, and that in the course of each day most individuals usually try to influence at least four other people, their desire might have been sparked to learn more about the subject. It's unfortunate because as long as a person doesn't know what he doesn't know, he doesn't grow.

SUCCESSFUL LEADERS ARE LEARNERS. AND THE LEARNING PROCESS IS ONGOING, A RESULT OF SELF-DISCIPLINE AND PERSEVERANCE.

paid off. Those men shared insights with me that I could have learned no other way.

I got to the part of the seminar where I emphasize that leadership is a process, I

If you want to be a leader, the good news is that you can do it. Everyone has the potential, but it isn't accomplished overnight. It requires perseverance. And you absolutely cannot ignore that becoming a leader is a process. Leadership doesn't develop in a day. It takes a lifetime.

How can I become disciplined ?

him great. The real key to his success has been his self-discipline. He works and prepares—day in and day out—unlike anyone else in professional football.

If you want to become a leader for whom self-discipline is an asset, follow these action points:

**CHALLENGE YOUR EXCUSES**

## REMOVE REWARDS UNTIL THE JOB IS DONE

Author Mike Delaney wisely remarked, “Any business or industry that pays equal rewards to its goof-offs and its eager-beavers sooner or later will find itself with more goof-offs than eager-beavers.” If you lack self-discipline, you may be in the habit of having dessert before eating your vegetables.

## STAY FOCUSED ON RESULTS

Anytime you concentrate on the difficulty of the work instead of its results or rewards, you’re likely to become discouraged. Dwell on it too long, and you’ll develop self-pity instead of self-discipline.

How should I prioritize my life

Remember: It's not how hard you work; it's how smart you work. The ability to juggle three or four high priority projects successfully is a must for every leader.

A LIFE IN WHICH ANYTHING GOES  
WILL ULTIMATELY  
BE A LIFE IN WHICH NOTHING GOES.

*Prioritize Assignments*



*High Importance/High Urgency:* Tackle these projects first.

*High Importance/Low Urgency:* Set deadlines for completion and get these projects worked into your daily routine.

*Low Importance/High Urgency:* Find quick, efficient ways to get this work done without much personal involvement.

If possible, delegate it to a “can do” assistant.

*Low Importance/Low Urgency:* This is busy or repetitious work, such as filing.

“Who will I see?” My observation is that leaders tend to initiate and followers tend to react. Note the difference:

### **LEADERS**

Initiate

Lead; pick up phone and make contact

Spend time planning; anticipate problems

Invest time with people

Fill the calendar by priorities

### **FOLLOWERS**

React

Listen; wait for phone to ring

Spend time living day-to-day reacting to problems

Spend time with people

Fill the calendar by requests

To keep priorities in place:

- Evaluate: Every month review the three Rs (Requirements/Return/Reward).
- Eliminate: Ask yourself, “What am I doing that can be done by someone else?”
- Estimate: What are the top projects you are doing this month and how long will they take?

All true leaders have learned to say no to the good in order to say yes to the best.

WHEN LITTLE PRIORITIES DEMAND  
TOO MUCH  
OF US, BIG PROBLEMS ARISE

We find this in Parkinson's Law: If you have only one letter to write, it will take all day to do it. If you have twenty letters to write, you'll get them done in one day. When is our most efficient time in

How do I develop trust ?

## TRUST IS THE FOUNDATION OF LEADERSHIP

There are three qualities a leader must exemplify to build trust: competence, connection, and character. People will forgive occasional mistakes based on ability, especially if they can see that you're still growing as a leader. But they won't trust someone who has slips in character. In that area, even occasional lapses are lethal. All

hand. Anthony Harrigan, president of the U.S. Business and Industrial Council, said,

The role of character always has been the key factor in the rise and fall of nations. And one can be sure that America is no exception to this rule of history. We won't survive as a country because we are smarter or more sophisticated but because we are—we hope—stronger inwardly. In short, character is the only effective bulwark against internal and external forces that lead to a country's disintegration or collapse.

Craig Weatherup explains, “You don't build trust by talking about it. You build it by achieving results. always with in-

leadership. How do leaders earn respect? By making sound decisions, admitting their mistakes, and putting what's best for their followers and the organization

ahead of their personal agendas.

A leader's good character builds trust among his followers. But when a leader

How can I effectively cast vision ?

the leadership journey. If you want to lead others to greatness, find a mentor. Do you have an adviser who can help you sharpen your vision?

The impact of a leader ?

*The true measure of leadership is influence—  
nothing more, nothing less.*

**TRUE LEADERSHIP CANNOT BE  
AWARDED, APPOINTED,  
OR ASSIGNED. IT COMES ONLY FROM  
INFLUENCE.**

# FIVE MYTHS ABOUT LEADERSHIP

There are plenty of misconceptions and myths that people embrace about leaders and leadership. Here are five common ones:

## 1. THE MANAGEMENT MYTH

change. Managers can maintain direction, but they can't change it. To move people in a new direction, you need influence.

## 2. THE ENTREPRENEUR MYTH

## 5. THE POSITION MYTH

The greatest misunderstanding about leadership is that people think it is based on position, but it's not. Stanley Huffy affirmed, "It's not the position that makes the leader; it's the leader that makes the position."

of influence. I recognized that hard work was required to gain influence in any organization and to earn the right to become the leader.

Followers in voluntary organizations cannot be forced to get on board. If the leader has no influence with them, then they won't follow. If you are a businessperson



How does influence work ?

tions meet. He wrote a book entitled *Power and Influence*, in which he shares the idea of the “power triangle” to help leaders get ahead. He says, “The three components of this triangle are communication, recognition, and influence. You start to communicate effectively. This leads to recognition and recognition in turn leads to influence.”<sup>[1](#)</sup>

charts. These things are not negative unless they become the basis for authority and influence, but they are poor substitutes for leadership skills.

real leader knows the difference between being the boss and being a leader.

- The boss drives his workers; the leader coaches them.
- The boss depends upon authority; the leader on goodwill.
- The boss inspires fear; the leader inspires enthusiasm.
- The boss says “I”; the leader, “we.”
- The boss fixes the blame for the breakdown; the leader fixes the breakdown.

Leadership begins with the heart, not the head. It flourishes with a meaningful relationship, not more regulations.

met. Goals are being realized. Accompanying the growth is the “big mo”—momentum. Leading and influencing others is

the growth of the organization. Everyone is results-oriented. In fact, results are the main reason for the activity.

- Make the difficult decisions that will make a difference.

or her power, but because of his or her ability to empower others. Success with-

Loyalty to the leader reaches its highest peak when the follower has personally grown through the mentorship of the leader. Note the progression: At level 2,

have had no contact with them. These two suggestions will help you become a people developer:

1. *Walk slowly through the crowd.* Have some way of keeping in touch with everyone.

2. *Develop key leaders.* I systematically meet with and teach those who are influencers within the organization.

- Pour your leadership efforts into the top 20 percent of your people.
- Your greatest joy comes from watching others grow and develop.

How can I extend my influence ?

The ability to empower others is one of the keys to personal and professional success. John Craig remarked, “No matter how much work you can do, no matter how engaging your personality may be, you will not advance far in business if you cannot work through others.” And business executive J. Paul Getty asserted, “It doesn’t make much difference how much other knowledge or experience an executive possesses; if he is unable to achieve results through people, he is worthless as an executive.”

## POSITION

You cannot empower people whom you don't lead. Leadership expert Fred Smith explained, "Who can give permission for another person to succeed? A person in authority. Others can encourage, but permission comes only from an authority figure: a parent, boss, or pastor."

## RELATIONSHIP

It has been said that relationships are forged, not formed. They require time and common experience. If you have made the

for yourself. If you want to go up, there are things you have to be willing to give up.

WHEN IT COMES DOWN TO IT, EMPOWERING LEADERSHIP IS SOMETIMES THE ONLY REAL ADVANTAGE ONE ORGANIZATION HAS OVER ANOTHER IN OUR COMPETITIVE SOCIETY.

## HOW TO EMPOWER OTHERS TO THEIR POTENTIAL

Once you have confidence in yourself and in the persons you wish to empower, you're ready to start the process. Your goal should be to hand over relatively small, simple tasks in the beginning and progressively increase their responsibilities and authority. The greener the people you're working with, the more time the process will take. But no matter whether they are raw recruits or seasoned veterans, it's still important to take them through the whole process. Use the following steps to guide you as you empower others:

### 1. EVALUATE THEM

*Desire.* Greek philosopher Plutarch remarked, "The richest soil, if uncultivated, produces the rankest weeds." No amount

Management expert Peter Drucker asserted, “No executive has ever suffered because his subordinates were strong and effective.” People become strong and effective only when they are given the opportunity to make decisions, initiate actions, solve problems, and meet challenges. When it comes down to it, empow-

in 1864, he sent him this message: “I neither ask nor desire to know anything of your plans. Take the responsibility and act, and call on me for assistance.”

That’s the attitude you need as an empowerer. Give authority and responsibility, and offer assistance as needed. The



## Leadership to last

Roberto Goizueta different? He knew the positive effect of mentoring firsthand.

as long as he was effective, yet he prepared his successor anyway. He always looked out for the best interests of the organization and its stockholders.

to do great things *for* him. But a legacy is created only when a person puts his organization into the position to do great things *without* him.

zation for what inevitably lies ahead. That prompted me to change my focus from leading followers to developing leaders.

One of my greatest joys in life is knowing that Skyline is stronger now than when I left in 1995. Jim Garlow, who succeeded me as the senior pastor, is doing

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You will be judged by how well your people and your organization did after you were gone. Your lasting value will be measured by succession.